

EVALUATION OF HR PRACTICES & PROCEDURE: COMPARATIVE STUDY OF SELECTED INDUSTRIES IN PUNJAB

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ABSTRACT

The main purpose of the paper to evaluate the HR Practices used in selected industries in Punjab. The questionnaire method was used to collect responses from the various employees. The data for the same is collected from 142 employees from seven industries of Punjab. The current level HR practice index was computed. The analysis of data through statistical technique is done by using correlation, analysis of variance (ANOVA) and regression analysis tests. The results of ANOVA showed all the seven industries differ significantly on current service level of HR practices.

KEYWORDS: Human Resource Practice; Human Resource Management; Recruitment and Selection

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INTRODUCTION

The Human Resource is management function that helps managers recruit, selection, training and development of members for an organization. Obviously, Human Resource is concerned with the peoples dimension in the organization. Human Resource is also a management function concerned with hiring, motivation and maintaining people in an organization. It focuses on people in organizations. Human Resource is the backbone of any industry for developing economy. It is the largest segment of socio-economic development of India. It has employment generation capacity of these sectors and a short gestation period, coupled with relatively less capital intensity, have made it an ideal instrument for alleviating unemployment and original imbalances in development. This sector has the direct impact on the growth of the overall economy. Being the dominant sector, the improvements and changes in the national output depends upon the output of companies. So, it provides the required capital for its own development and makes available surplus for national economic development.

It is observed from the review of literature that from an organizational stand point, good HR Practices help in attracting and retaining talent, train people for challenging roles, develop their skills and competencies, increase productivity & profits and enhance standard of living. The researcher tried to find the truth behind it by analyzing the impact of appropriateness of HR practices as perceived by managerial employee on Job Satisfaction of the employees and their Organizational Commitment thereof.

Human Resource Practices

Many of the human resource policies and practices discussed in this chapter have to be modified to reflect societal differences. To illustrate this point, let's briefly look at the universality of selection practices and the importance of performance evaluation in different cultures.

Human Resource management is the planning, organizing, directing and controlling of the procurements, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational, and social objectives are accomplished. (Edwin B. Werther, 1984)

Recruitment

It is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected. (William B. 1996).

The recruitment process should inform qualified individuals about employment opportunities, create a positive image of the company, provide enough information about the jobs so that applicants can make comparisons with their qualifications and interests, and generate enthusiasm among the best candidates so that they will apply for the vacant position. (Rick Stoops, 1982).

Selection

Selection is the process of picking individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organization. It is the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in the job. Although, some selection methods can be used within an organization for promotion or transfer. (Thomas H. Stone, 1989)

REVIEW OF LITERATURE

Pathak (1983) made a critical analysis of Personnel administration in Punjab with special reference to Punjab Civil Services (Executive). The study revealed that as regarding staffing patter of Public Services in Punjab, there is a dire need of adopting a new Human Resource Policy based on sound principles. The appointments to these recruiting agencies are made solely on political considerations and no weight age is attached to the integrity, potentiality, honesty and competence of the persons and result is public services are filled by men & women who are not talented. The policy of transfer has always reflected the attitude of administrative bungling revengeful attitude and political victimization of the employees. The pay policy in Punjab Government reflects that there were gross under payments at times and gross over payments of others.

Aggarwal (1992) Study focused on “Industrial growth of Arunachal Pradesh: Problem and Prospect.” He examined the problems and performance of large and medium scale industries in Arunachal Pradesh have increased manifold. He attributed Human Resource Management as important factor in success of these units.

Mahajan, (1993) Critically examined the three areas of HRD i.e. HRD climate, performance appraised and training as prevailing in Nangal Unit of National Fertilizer Limited. IN this study, it was found that the company under study still follows old concept of HRD which synonymous with training only. Moreover, there exist no clear HRD objectives and its philosophy. It was also found that primarily Human Resources Development, which should have been on undercurrent of all activities of the unit, is shockingly poor.

Upton and Felan (2001) Fast growth family firms were surveyed about their business and strategic planning practices of the 65 fast growth family firms surveyed, the majority prepare written formal plans. The business plans are in sufficient detail to enable the business to tie planning to actual performance and to adjust management compensation

accordingly. The majority of the firms regularly share information with employees regarding comparisons between actual company performance results and goals or planned performance. Further, the majority of the firms describe their business strategy as a high quality producer strategy rather than a low-cost or time-based strategy. Further when bringing new products to market, these fast growth family firms adopt a firms mover or early follower strategy. Implication of these findings for growth oriented family are presented.

Chandra (1999) In his paper, "Role of Entrepreneur in the Economic Development of the Region", analyzed the various Governmental policies and incentives to set up small scale industries. The entry of entrepreneur in his field was conditioned by various factors like social Governmental factors were analyzed, certain suggestions, were provided to improve their performance like more constant effort on the Government part more pro active approach by the developmental agencies, and organization of the electronic sector was advised to improve the performance of this sector.

King, Solomon and Fernald (2001) His study revealed that family business have difficulty managing their human resources, especially when it concerns a family member or the transition from the founder to the successor. The authors empirically examined that assumptions raised in the conceptual literature regarding whether family businesses were experiencing human resource problems in growing their business and what factors enabled or constrained the ability of their business to grow.

RESEARCH METHODOLOGY

To meet the specific objectives of study relating the Human Resource Management policies and practices used in industries, primary data is collected from various companies in Punjab. The information will be sought from entrepreneurs of large scale companies regarding their background, Human Resources Policies and practices, opinions on manpower planning and various policies regarding recruitment, selection, training wages, promotion etc.

Specific Objectives

The main objectives of study are:

- To examine the methods of recruitment, selection and training adopted by Industries in Punjab
- To evaluate various policies pertaining to wage compensation.

Hypotheses

There is significant difference between HR Practices by the officials in the various industries.

Significant relationship between HR Practices and organizational commitment of officials.

FINDINGS

The data was collected from various industries in Punjab and was put to plan statistical analysis using SPSS package. The questionnaire data was tabulated for each variable being studied separately for each industries and analysis of variance (ANOVA), Co-relation and regression. The descriptive analysis, correlation analysis and regression analysis were also used. It has been observed that the HR practices by the officials holds an important place in the seven units under study. The researcher concluded from the overall analysis that the appropriateness of prevalent HR practices is perceived to be different by the officials in various industries under study. The variables of job satisfaction namely, task work and supportive culture, working condition quality of work life and skill enhancement using factor analysis. However, quality of

work life and working conditions in the industries are also integral factors that lead to job satisfaction.

It has been observed that the factors of HR practices having maximum impact on the level of job satisfaction amongst staff members. Therefore, a positive change in these factors can lead to higher job satisfaction.

CONCLUSIONS

As per findings, the industries are offering better HR practices in large scale and medium scale industries. They have an adequate manpower to undertake HR activities. Therefore they are in a position to give desired shape to the HR policies. But they should also try to implement higher level and better standard HR practices used in the various industries. The results show that small scale industries are not very professional. They do not have defined HR policies. They do not have define HR policies. They are also not using properly HR initiatives. It is pertinent to mentioned that policies of an industries is known for its existence. If the Human Resources practices needs to professionally thought and strictly implemented. So, the net result of sound HR policy is the effective organization. It helps industries in achieving new heights in terms of using proper Human Resource practice, recruitment and selections, high morale of employees, team work and public image. Human Resource functions and practices have been valued critically as far as dynamic industries are concerned.

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